

City of Miami Beach Fire Department Strategic Plan 2015-2020



Created by the Center for Public Safety© 2008
Revised by the City of Miami Beach
Fire Department 2015

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Message from the Chief



To Our Customers:

I am pleased to present the City of Miami Beach Fire Department Strategic Plan for 2015 through 2020. It is my honor and privilege to be the leader of this organization which has a history and tradition of innovation, professionalism, and service to the citizens of Miami Beach. This Plan is a result of the combined effort and input from customers, elected officials, city administrators and fire department personnel. The plan focused initially on input from internal stakeholders and then expanded to include information from external stakeholders (customers) collected through surveys. This document is under constant review and will continue to change to keep up with the needs of our customers.

We are continuously seeking out the needs of our customers to provide a professional, effective, and rapid response. This document will provide the groundwork needed to create a framework for establishing and evolving goals and objectives. A strategic plan involves a "continuous process, one with no clear beginning and no clear end." (Center for Public Safety Excellence; CFAI). This planning should encompass a clear vision and direction of where the Department needs to be over the long term. This long term view can reduce variations to the short term crisis and obstacles. The strategic model that has been adopted will create a five year plan for 2015 through 2020.

Sincerely,


Virgil Fernandez
Fire Chief

EXECUTIVE SUMMARY

The Miami Beach Fire Rescue Department was founded in 1920 to serve the City of Miami Beach and has evolved into a modern multifunctional agency. The department responds to approximately 23,092 fire and rescue calls per year. The Ocean Rescue Division guards over 13.8 million beach visitors annually.

The Miami Beach Fire Department (MBFD) Strategic Plan is a condensed document that is derived from the City of Miami Beach (CMB) Fiscal Year Budget, Capital Improvement Plan Budget, and the MBFD Standards of Cover (SOC). The funding source for implementation of the strategic plan begins with the budget process and is initiated in October for the upcoming fiscal year and the operational budget and Capital budget is approved in July.

This strategic plan is a revision of the 2008-2012 and 2013-2015 Miami Beach Fire Department (MBFD) Strategic Plans and the document sets forth a comprehensive vision and mission statement that provides the agency with a clear path into the future. The Department's history is built on creating a strong vision, establishing a plan, building support and presenting it. This document will serve as the Departments guide to move forward capturing the vision, guiding leadership and building support for the plan within the community.

The staff has determined the departments customers based on five (5) significant areas being; Fire Response, Emergency Medical Response, Fire Prevention, Ocean and Beach Safety, and Community Outreach. Regardless of the need for additional resources at an emergency, the Department's personnel are one of the first responders on scene for emergencies within the City of Miami Beach. In addition, the Department has agreed to assist other agencies throughout the county and State by signing Mutual Aide Agreements. The staff has determined a set of goals that should be attained by combining the customer's needs along with the resources that are required to provide effective emergency response and all other services provided. "The goals and objectives should now become the focus of the efforts of the agency" (CFAI 2008-2012 MBFD Strategic Plan). These goals and objectives can also be used as a benchmark to determine the success of the department in meeting the needs of the community that it serves.

INTRODUCTION

This strategic plan is a revision of the 2008-2012 and 2013-2015 Miami Beach Fire Department (MBFD) Strategic Plans. This document sets forth a comprehensive vision and mission statement that provides the agency with a clear path into the future. The purpose of this document is to provide a management tool to define the Department's strategy and direction as to the allocation of its resources. This plan is intended to be dynamic and functional to meet the constant changing nature of fire and emergency medical responses. Elements of this document were attained from the City of Miami Beach's Active Strategy© , MBFD 2014/2015 Work Plan, 2014 City of Miami Beach Community Satisfaction Final Report, and the Center for Public Safety Excellence (CFAI) Strategic Plan created for the Department in 2008.

In February 2014, the Fire Department was in transition of a new fire chief with over 30 years of fire service experience. The Fire Chief along with the newly appointed administrative staff quickly identified the department's needs within the fire and ocean rescue division. Administrative process improvements, advanced training and technology and organizational culture shifts were realized. It became apparent that many operational systems within the department were in need of upgrading and integration with other systems. Personnel recognition, public awareness and community outreach were also among the Chief's priorities. Focus was placed on the department's response times, accurate reporting and creating a workforce culture of excellence.

The Fire Chief and Administration also focused on implementing best practices, creating a workforce that is flexible, proactive and identifies, reduces and eliminates redundancies. The Administration's expectation is that the workforce be well trained, innovative, and ethical at all times. Having a fairly new staff of line officers (Lieutenants and Captains), officer training and leadership mentorship is essential.

ORGANIZATIONAL BACKGROUND

The Miami Beach Fire Rescue Department was founded in 1920 with one fire station in southern Miami Beach to serve the City and evolved into a modern multifunctional agency. The Miami Beach Fire Department has a long history of innovation and commitment to meet the ever changing needs and challenges for the citizens of Miami Beach. The agency began offering EMS services in 1969, and by 1977 the department was operating four stations serving the approximate 7 square miles of the City of Miami Beach. In 2004, the Ocean Rescue Department became a division of the fire department. The Department achieved accreditation through Commission on Fire Accreditation International (CFAI) in August 2004, renewed in 2009 and resubmitted for accreditation in 2014. The Department rated as a Class One Department by the Insurance Services Office (ISO) in December 2007 and was renewed in June 2012. The Ocean Rescue Division is nationally certified by the United States Lifesaving Association (USLA).

The agency is comprised of four fire stations and 29 lifeguard towers that are staffed by approximately 331 personnel operating a comprehensive rolling and floating stock. For Fire Rescue, the department fields four engine companies, two ladder companies, six rescues, three reserve engines, one reserve ladder, six reserve rescues, an air truck, 5 gators, an incident command vehicle, and rescue supervisor vehicle. For Ocean Rescue, the department fields, an ocean rescue boat, 20 All-Terrain Vehicles (ATV's), eight water crafts (jet skis), nine ocean rescue gators and six ocean rescue supervisor vehicles.

The department responds to approximately 23,092 fire and rescue calls per year. The Ocean Rescue Division guards over 13.8 million beach visitors annually. In 2014, the Ocean Rescue Division rescued 575 drowning victims from rip currents and completed 208,027 preventive actions.

Miami Beach Fire Department mission, vision and goals are formatted to comply with the mission, vision and goals of the City of Miami Beach. "The Fire Department is responsible for carrying out our mission statement through the efforts of the Fire Administration Section, the Fire Suppression Division, the Fire Rescue Division, the Fire Prevention Division, the Support Services Division and the Ocean Rescue Division. Services are provided to the community from four Fire Stations that are placed to allow for rapid response to anywhere in the City. The Fire Administration, Training, Support Services and Ocean Rescue Divisions provide service from their own facilities. The department is dedicated to providing the community with a high level of

safety and security through the prevention of fire, fire suppression and rescue services, and ocean life guarding and fire and life safety educational programs.”

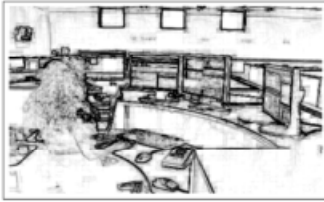
The Miami Beach Fire Department currently implements various programs and practices to fulfill the goal stated in its mission statement of providing a high level of safety, security, prevention and high level of emergency care. The department has a Special Weapons and Tactics (SWAT) Medic Program that allows firefighters/paramedics to work with the Miami Beach Police Department SWAT Team.

In early 2014, the Miami Beach Fire Department participated in a Region 7 Homeland Security Exercise and Evaluation Program (HSEEP) compliant Full Scale Exercise (FSE) titled, “Operation Cassandra”. The exercise involved an active shooter, hazardous materials, Improvised Explosive Devices (IED’s) and hostage situational analysis. This exercise was multi-jurisdictional conducted at the Miami Beach Convention Center and Miami Beach City Hall. The exercise allowed a first response from the Miami Beach Fire Department and Miami Beach Police Department. The exercise progressed when other agencies became involved including Hazardous Material Teams from Dade, Broward and Palm Beach County.

Late in 2014, the department held another HSEEP compliant FSE exercise titled, “Operation E”, designed to practice first responder interaction with the patient along with outside agencies in the treatment and transport of a suspected Ebola infected patient. This exercise included the City of Miami Beach fire, police, emergency management and volunteers from various city departments, the local hospital (Mount Sinai) and the Department of Health.

The department strives to hold exercises such as these and continue to work with adjoining municipalities and internal departments to achieve maximum success.

Project title: MBFD Full Scale Ebola Exercise



Shot no. 1: Identify a "Fever Alert"

Shot type / position / movement:

"Dispatch receiving a call from a PT presenting with symptoms that activate "Fever Alert" protocol.

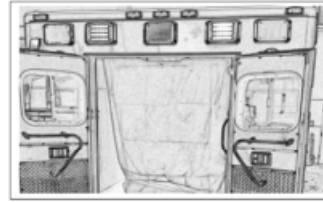


Shot no. 2: Staging of resources/responders

Shot type / position / movement:

Captain 5 initiates "Fever Alert" protocol, mobilizes resources, and allocation of responders.

*Administrative staff assembles for meeting.



Shot no. 3: Preparation of transport vehicle

Shot type / position / movement:

Outfit transport vehicle with "Rescue Condom," Isolating PT from vehicle's PT cab.



Shot no. 4: Donning of PPE

Shot type / position / movement:

MBFD's first responder donning the approved PPE via the "buddy system."



Shot no. 5: Patient transfer to hospital

Shot type / position / movement:

Packaging PT and loading into rescue. Shot of the convoy (Rescue, Engine, Capt 5) en route to Mt. Sinai.

MBFD personnel transfers PT to Mt. Sinai's staff.



Shot no. 6: Doffing of PPE/Decon of vehicle

Shot type / position / movement:

MBFD responders decon transport vehicle. MBFD responders decon and doff PPE via the "buddy system."

*FILMED SEPARATELY FROM EXERCISE.



DEFINITION OF A COMMUNITY –DRIVEN STRATEGIC PLAN

To ensure that customer needs were incorporated, the Community-Driven Strategic Planning process was used to re-develop the 2015-2020 Strategic Plan. The Community-Driven Strategic Planning process was used by the department during its development and implementation of the 2008-2012 Strategic Plan. The process was reliable and created a platform for a wide range of beginnings which were implemented and continued to date. The process was adapted to meet Miami Beach Fire Department's specific needs and defines what a strategic plan is. To the department it meant:

It is a living management tool that:

- Provides short-term direction
- Builds a shared vision
- Sets goals and objectives
- Optimizes use of resources

The department understands that strategic planning can be an opportunity to unify management, employees, stakeholders and customers through a common understanding of where the organization is going, how everyone involved can work to achieve a common purpose, and how progress and levels will measure success.

The department strives to maintain its desire to focus on its products, services and processes through the eyes of the customer. The department will continue to involve and educate its customers via community outreach venues such as leadership academies, public information dissemination, residential and business surveys, social media, and involvement with local non-profit charities. The department recognizes that customers drive planning and operations, both to serve current residents and business owners and those who will be customers in the future.

The steps of the process are as follows:

1. Define the services provided to the community
2. Establish the community's service priorities via the customer and business satisfaction survey
3. Establish the community's expectations of the organization via the customer and business satisfaction survey
4. Review the department's Mission, Vision and Value Statements
5. Identify the strengths of the organization

6. Identify any weaknesses of the organization
7. Identify areas of opportunity for the organization
8. Identify potential threats to the organization
9. Establish realistic goals and objectives
10. Identify implementation tasks for each objective

While in the process of strategic planning, the department will continue to identify with the following important points:

- Review the organization's history, culture and evolution
- Identify the current status of the department
- Determine where and what the agency desires to be in the future



THE PLANNING PROCESS

The budgetary planning process begins in October of every year with the Budget Advisory Committee (BAC). The BAC conducts meetings with both internal and external stakeholders and seeks input from the community and board members. In the months of January and February the City's department heads and staff begin the extensive and comprehensive process of evaluating the operations of each individual component of the budget. The actual budget process begins with the projected revenues of the next fiscal year and outcomes quarterly reports to date of the current budget year. The department's budget projections are due by the second week of March. The budget is then sent for approval through the Budget Office first and then to the City Manager's Office. The final budget is sent to the City Commission for approval. If the commission approves the budget, it is voted on in the first reading in July, and then the final approval and adoption takes place by the second reading in September.



THE MISSION STATEMENT, VISION AND VALUES

The Department's history is built on creating a strong vision, establishing a plan, building support and presenting it. This document will serve as the Department's guide to move forward capturing the vision, guiding leadership and building support for the plan within the community.

The Miami Beach Fire Department is responsible for carrying out our mission statement through the efforts of the Fire Administration, the Fire Suppression Division, the Fire Rescue Division, the Fire Prevention Division, the Support Services Division, the Training Division and the Ocean Rescue Division. Services are provided to the community from four Fire Stations that are placed to allow for rapid response to anywhere in the City. The Fire Administration, Support Services and Ocean Rescue Divisions provide service from their own facilities. We are dedicated to provide our community with a high level of safety and security through prevention of fire, delivery of quality emergency and disaster services, ocean life guarding and fire and life safety educational programs. (City of Miami Beach Website)

Department's Vision

"Continue to be an exceptional workforce and nationally accredited, ISO Rated Class I, Fire Department dedicated to providing excellent services in Fire Rescue, Suppression, Prevention, Training, Support Services and Ocean Rescue".

Miami Beach Fire Rescue Values

Fitness, Integrity, Respect, Education, Organization, Compassion, Ethics, Adaptability, New technology, Reliability, Enthusiasm, Service, Creativity, Unity, and Excellence

The Department is prepared to carry out the mission and values daily with readiness and training:

- Readiness at any given moment we are ready to respond efficiently and effectively to change the outcome of the emergency.
- Training provides the foundation to be ready. This includes hands on evolutions (drills) conducted regularly to support the capabilities of the Department. It allows everyone to understand the capabilities of the Department and what resources are needed to be brought in for additional support.
 - This is done via company training that fall within ISO Guidelines.
 - State Fire Classes
 - County Wide Mutual Aide Drills

WHO ARE OUR CUSTOMERS?

The staff has determined the departments customers based on five (5) significant areas being; Fire Response, Emergency Medical Response, Fire Prevention, Ocean and Beach Safety, and Community Outreach. Our customers are:

- Home Owners and Residents
- Tourist and visitors to Miami Beach
- Residents
- 911 Callers
- Businesses, Organizations, and their employees
- Condominiums
- Assisted Living Facilities
- Night Clubs, Restaurants, and Entertainment Venues
- The Environment
- Miami Beach City Employees and Firefighters and their families
- Schools both public and private
- Hospitals and Doctor offices
- Patients
- Bordering Cities, Miami Dade County, and the other agencies in the State of Florida

EXPECTATIONS

Regardless of the need for additional resources at an emergency, the Department's personnel are one of the first responders on scene for emergencies within the City of Miami Beach. In addition, the Department has agreed to assist other agencies throughout the county and State by signing Mutual Aide Agreements. These agreements require the Department to provide resources to other agencies and in return those from agencies may be requested as needed.

What are the Department's expectations?

- Safety
- Preparedness
- Honesty
- Trust
- Response readiness of equipment and responders
- Professionalism
- Teamwork
- Honor
- Take pride in our work
- Positive attitude

What are the external stakeholder's expectations?

- Solve the problem
- Readiness
- Rapid response
- Extinguish the fire and protect property
- Effective medical treatment
- Life safety on the beach and the community as a whole
- Create a safe environment
- Prevention
- Be accessible
- Be seen in a positive light

SERVICES PROVIDED

The Miami Beach Fire Department identifies the following functions and services as the most important it provides and offers to the community:

Table 1: Services

| |
|--|
| Fire Suppression |
| Emergency Medical Services |
| Ocean/Beach Rescue |
| FLUSAR response |
| First Responder Hazardous Materials Response |
| Public Assistance |
| Fire Prevention |
| Community Risk Reduction accomplishments by: <ul style="list-style-type: none"> ○ Fire Prevention and Inspections ○ Fire Investigations ○ Public Education ○ Fire Hydrant Flow Tests |

Table 2: Support Programs

| |
|--|
| Emergency Management |
| Administrative/Clerical Support |
| Fleet Services and maintenance |
| Dispatch |
| Police Department (on-scene assistance) |
| Human Resources |
| Public Works |
| Information Technology (tech support for computers, phones, radios) |
| Building Department |
| Neighborhood Services (Community Outreach, Leadership Academy) |
| EMS Medical Direction (Hospital, Medical Director, Department of Health, Patient Care Billing) |
| Training (suppression, EMS, ocean rescue) |
| Logistics (uniforms, Personal Protection Equipment (PPE), equipment, supplies, etc.) |
| Procurement |
| Public Education |
| Plans Review |
| Code Enforcement |
| Arson Investigations |
| Property Maintenance |
| Mutual Aid (Coast Guard) |
| State Fire Marshal's Office |

PROCESS AND ACKNOWLEDGEMENTS

The Miami Beach Fire Department acknowledges MBFD's external and internal stakeholders for their participation and input into the "Community-Driven Strategic Planning Process". In 2014, the organization began its re-evaluation of the plan and valuable feedback and useful concerns were gathered from external and internal stakeholders and Miami Beach Fire Department command staff and personnel.

Previous and current strategic plans are available on the department's shared online drive. The "2015-2020 Draft" was also available on the department's shared drive where it was accessible for all personnel to read about progress made and provide feedback and ideas. Each week at the Chiefs' weekly staff meeting, the staff devotes part of the meeting and agenda to strategic plan updates. At each meeting, the plan's progress is reviewed and supplemental meetings scheduled on an as needed basis.



KEY INTENDED OUTCOMES (KIO'S)

Each of the department's goals and objectives identified on the plan are linked to a KIO in the Fire Department's performance measures scorecard. The department has seven (7) KIO's that it identifies with and outlined as follows:

- Streamline the delivery of services through all departments
- Improve building/development-related processes from single family residences to the large development projects (Fire Prevention Division only)
- Strengthen internal controls to achieve more accountability
- Enhance external and internal communication from and within the City
- Ensure that a universal culture of high quality customer-service is driving the conduct of the City Commission and all City employees
- Ensure expenditure trends are sustainable over the long term
- Improve the City's managerial leadership to reward innovation and performance

The Department plans on reviewing the strategic plan on an annual basis to identify achievements and new areas which need to be addressed to meet emerging needs and service demands. The department will review the plan annually during the annual budget process.



Miami Beach Fire Department Internal Stakeholder Group

Each member of the Miami Beach Fire Department has a stake in the success of our Strategic Plan. Every member of the organization was invited to review the goals and objectives of the department and weigh in on them. The input received by the internal stakeholders was invaluable and helped in expanding the department's goals and objectives and to expand on the department's SWOT (Strength, Weaknesses, Opportunities and Threats) analysis.

The participants took their work seriously and accepted the challenge to review the existing plan and redevelop a quality product. All staff involved has committed their time and energy to help the department re-evaluate its plan and implement. The internal stakeholder group consisted of the following:

Table 3: Internal Stakeholders

| | |
|------------------------------------|---|
| Chief Virgil Fernandez | Fire Chief |
| Chief Dwayne Drury | Assistant Fire Chief |
| Yarily Sam-Gamil | Executive Office Associate |
| Chief Juan Mestas | Operations Division Chief |
| Chief Juan Meizoso | Fire Prevention Division Chief |
| Chief Digna Abello | Training Division Chief |
| Chief Francois Betancourt | Rescue Division Chief |
| Joseph Florio | Fire Technology Administrator |
| Chief Vincent Canosa | Ocean Rescue Division Chief |
| Chief Darryl Bell | Support Services Division Chief |
| Chief Timothy Howarth | Shift Division Chief-A Shift |
| Chief Matthew Fisikelli | Shift Division Chief-B Shift |
| Chief Jesus Sola | Shift Division Chief-C Shift |
| Salvatore Frosceno | EMS Coordinator / Infectious Disease Officer |
| Captain Michael Alvarez | Support Services Captain |
| Lieutenant Russell Chisholm | Training Lieutenant |
| Captain Thomas Samperi | EMS Captain |
| Chelsea Radig | Administrative Aide I |
| Robert Dowling | Fire Captain |
| Gerard Falconer | Lifeguard Lieutenant |
| A-Shift Personnel | |
| B-Shift Personnel | |
| C-Shift Personnel | |

S.W.O.T ANALYSIS



The department identified its strengths and weaknesses, as well as the possible opportunities and potential threats.

Strengths

| |
|--|
| Relationship with City Manager's Office and elected officials |
| Strong public image and world class city |
| Recruitment not a challenge (our department is a desirable place of employment) |
| Frontline apparatus and top notch equipment/physical resources (tools, gear, SCBA apparatus) |
| Good rapport with Human Resources and Budget Department and other City departments |
| Administration conscious of the department's well-being |
| ISO and accredited department (Class 1 rating) |
| Talented and diverse staff (outside skills are brought to the table) and experienced command staff |
| Effective training program (outside instructing and internal) |
| Good labor/management relation |
| Short EMS transports to healthcare provider |
| Full ALS department |
| Progressive and motivated staff |
| EMS Coordinator and Infectious Disease Officer facilitates in-house trainings |
| Financial resources that allow growth of the department |
| A good idea is a good idea no matter where it comes from mind set |
| We have a good relation with our surrounding departments |
| Set realistic goals that we can achieve |
| Recover well from economic adversity/ability to maintain performance during hard times |
| Adapt/ability to come up with solutions |
| Recognize strengths of personnel and utilize them |
| We do a great job of EMS delivery |
| Open to change |
| Improved communication systems |
| Strong City economy and bond rating |
| Honor Guard Representation |
| Drive for personal development-involvement in training |
| Our internal culture allows for interagency cooperation |
| Competitive wages and benefits |
| Many opportunities for all levels |
| Progressive fire codes and enforcement |
| Involvement with regional/state-wide organizations |
| Flexibility of P-Card program |
| All entry-level Lifeguards are required to be nationally certified EMTs. Approximately 80% of personnel are certified. |
| 28' Boston Whaler response vehicle for all water related emergencies. |
| Excellent customer service |
| Improved morale |
| Annual Bid System |

Weaknesses

| |
|---|
| Challenges with IT (Information Technology), Human Resources and Procurement internal processes |
| Dependency on other departments to accomplish tasks |
| Inability to hire in critical areas |
| Lack of personnel (Sworn and non-sworn) |
| Inability to train out of City limits |
| Lack of training facility |
| Lack of storage area for equipment |
| Not consistent with rapid response time during all times of the day |
| Turnaround of PM (preventive maintenance) |
| Equal enforcement of SOG's department wide |
| Lack of water rescue resources |
| Apparatus maintenance |
| Increase off-duty details and personnel |
| Keeping EMS proficiency levels |
| Annual Bid System |
| Dissemination of information |
| Aging facilities; lack of space and offices at Stations 1 and 3 |
| Lack of employee recognition |
| Big enough to have higher risks, but too small to provide the most adequate service |
| Need for a department Public Information Officer |
| Use of local media to market the department |
| Need to use data collection to communicate needs to public |
| Reduced officer experience due to retirements |
| Need training to maintain ideal response times |
| Turnout time |
| Companies must be in service for training |
| Lack of long term training plans (>than 1 year) |
| Succession planning |
| Lack of full-time personnel to compliment the schedule. Over budget on overtime for fiscal year 2014 (Ocean Rescue) |
| Inconsistent supervision of subordinates. S.O.P's not adhered to on a daily basis (Ocean Rescue) |

"If you don't keep score, you're only practicing."

Vince Lombardi,

American Football Coach and Motivator

Opportunities

| |
|---|
| City Administration and elected officials recognize importance of delivering excellent customer service |
| Ability to re-emphasize values that make us an excellent department |
| Mutual Aid partnership |
| Enhanced record keeping systems |
| Grant matching money |
| Growing population |
| Public Education outreach to community and residents |
| Structure fire survey to improve services |
| Moving training center will allow expansion |
| Regionalization of Special Ops resources, training |
| Reaching out to neighborhood community |
| More feedback opportunities i.e. articles, websites, social media |
| Automatic aid |
| Stay current with new technology |
| Work with State Fire Marshal's Office |
| Increased visibility of Fire Dept Chaplain |
| Community Support |
| Social networking presence |
| Contributions to media outlets (TV, radio, papers) |
| More City control/operation of Haz-mat Team |
| New dispatch/GIS mapping/GPS |
| City-wide facility needs study |
| USAR |
| Involvement with Incident Management Team |
| Public Utilities |

Threats

| |
|---|
| Code standards (i.e. state mandated) that do not allow older buildings to be brought to code. |
| Manmade (i.e. terrorism) and natural disasters (i.e. high tides, beach erosion, hurricanes) |
| Increasing response time due to traffic congestion |
| Limited space for expansion |
| Traffic and Construction expansion |
| City growth outpacing department growth |
| Management of Haz-Mat team |
| Decline of structure fire experience |
| Personnel safety (externally) due to call types |
| Expectations not consistent with the mission and vision of the department |
| Lack of buy-in by business on fire safety |
| Decreasing quality of some building materials |
| Potential loss of communications with mutual aid departments |
| Any loss of community trust |
| High-hazard occupancies |
| Associations and agencies with opposing agendas (to fire/life safety) |

External Stakeholders

A key element of the Miami Beach Fire Department's organizational philosophy is having a high level of commitment to customers, as well as recognizing the importance of customer satisfaction. The City of Miami Beach formalized a performance-based approach for allocating resources based both on the City's Strategic Plan priorities and supporting department work plans based on the City's Excellence Model. The City's Excellence Model is a strategic measurement-based model for continuous improvement. It is driven by the City's Vision, with priorities established at the strategic level based on customer input and environmental scan information. KIO's are established as multi-year priorities, while more specific City-wide initiatives are updated annually. Through the annual budget process, resources are allocated in support of these strategic priorities, and performance is monitored to track progress and make adjustments. A key component of this process is the Community Satisfaction Survey (2014 City of Miami Beach Community Satisfaction Final Report, 3).



The City of Miami Beach Community and Business Satisfaction survey had an inquiry regarding fire safety inspections in which business owners were asked to: strongly agree, neither agree nor disagree, disagree, or strongly disagree with the following statements:

Table 4: Business Survey: Code Regulations (Fire Department) (2014 Community Satisfaction Survey p. 245-262)

| | |
|---|--|
| Question 1: During the past 3 years, how many times has your business been inspected by the Fire Department? | Zero times: 44%; 1 or 2 times: 12%; 3 or more times: 44% |
| Questions 2: It was easy to get to someone who could help me | 85% agree it was easy to get service 9% disagreed 6% neither agreed or disagreed |
| Question 3: The employees that assisted me were courteous and professional | 89% agreed that employees involved in inspections were courteous and professional 7% disagreed and 4% neither agreed or disagreed |
| Question 4: The employees that assisted me had the proper training and knowledge | 89% agreed that employees involved in inspections had proper knowledge and training 7% disagreed and 3% neither agreed or disagreed |
| Question 5: Overall, I was satisfied with the experience I had contacting the City Fire Department | 87% were satisfied with their inspection experience with Fire Department 9% disagreed and 4% neither agreed or disagreed |
| Question 6: Inspections by the Fire Department are consistent from one inspection to the next | 86% agreed that fire inspections over time were consistent 11% disagreed and 3% neither agreed or disagreed |
| Question 7: Inspections by the Fire Department are fair | 89% agreed that inspections by the fire department were fair 9% disagreed and 4% neither agreed or disagreed |
| Question 8: The Fire Department is open and interested in hearing the concerns or issues of businesses | 84% agreed that the Fire Department was open to hearing their suggestions 10% disagreed and 7% neither agreed or disagreed |



The City of Miami Beach Community and Business Satisfaction survey had an inquiry regarding Safety in which business owners were asked to rate the Fire Department as: Excellent, Good, Fair or Poor when asked the following:

Table 5: Business Survey: Safety (Fire Department)(2014 Community Satisfaction Survey p.194-198)

| | Excellent | Good | Fair | Poor |
|--|-----------|------|------|------|
| Question 1: How would you rate emergency medical response? | 43% | 49% | 7% | 1% |
| Questions 2: How would you rate the fire department? | 43% | 50% | 5% | 1% |
| Question 3: How would you rate ocean rescue/lifeguard/beach patrol? | 38% | 51% | 9% | 2% |

The City of Miami Beach Community and Business Satisfaction survey had an inquiry regarding Safety in which residents were asked to rate the Fire Department as: Excellent, Good, Fair or Poor when asked the following:

Table 6: Residential Survey: Safety (Fire Department) (2014 Community Satisfaction Survey p.92-96)

| | Excellent | Good | Fair | Poor |
|--|-----------|------|------|------|
| Questions 1: How would you rate the quality of emergency medical response in the City of Miami Beach? | 45% | 47% | 7% | 2% |
| Question 2: How would you rate the quality of the fire department in the City of Miami Beach? | 47% | 46% | 5% | 1% |
| Question 3: How would you rate the quality of ocean rescue/lifeguard/beach patrol in the City of Miami Beach? | 39% | 49% | 10% | 2% |



GOALS AND OBJECTIVES

Goal 1: Develop a comprehensive Training Division/Program for the Fire Department.

| | |
|----------------|---|
| Objective IA | Institute a training program that is ISO, CFAI and NFPA compliant |
| Timeline | Ongoing |
| Critical Tasks | <ul style="list-style-type: none"> • Review current training plan, facilities, props. • Review and compare best practice examples from other fire departments • Using SWOT information and input from internal stakeholders generate list of training needs (equipment, props, facilities, and programs) • Implement Target Solutions to track all training |
| KIO | Streamline the delivery of services through all departments |
| Division | Training Division |

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| Objective IB | Establish and maintain an annual training schedule |
| Timeline | June 2015 and ongoing |
| Critical Tasks | <ul style="list-style-type: none"> • Identify required training • Examine best practice examples from comparable agencies • Identify if it is department, shift, company level, or individual training • Identify interval requirements for training • Develop and implement a process/policy to track and ensure that all personnel receive required training |
| KIO | Streamline the delivery of services through all departments |
| Division | Training Division |

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| Objective IC | Implement an innovative “train the trainer “curriculum |
| Timeline | June 2016 |
| Critical Tasks | <ul style="list-style-type: none"> • Identify required training • Examine best practice examples from comparable agencies • Identify if it is department, shift, company level, or individual training. • Identify interval requirements for training • Develop and implement a process/policy to track and ensure that all personnel receive required training |
| KIO | Streamline the delivery of services through all departments |
| Division | Training Division |

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| Objective ID | Monitor City mandated online training (Ethics, Diversity, Teambuilding, Sexual Harassment & Customer Service) |
| Timeline | Ongoing |
| Critical Tasks | <ul style="list-style-type: none"> • Identify required training needs through monthly reports • Identify interval requirements for training • Develop and implement a process/policy to track and ensure that all personnel receive required training |
| KIO | Streamline the delivery of services through all departments |
| Division | Training Division |



Goal 2: To be able to hold members accountable for their behaviors, decisions, and actions.

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| Objective 2A | Develop a fair and consistent procedure or system of holding members accountable |
| Timeline | Ongoing |
| Critical Tasks | <ul style="list-style-type: none"> • Review current policy including employee participation • Continue to edit existing SOG's, and updating according to new standards • Assign person or committee to review and edit SOG's • Document and follow-up |
| KIO | Strengthen internal controls to achieve more accountability |
| Division | All divisions |

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| Objective 2B | Establish accountability, starting with the command staff level and inclusive of all personnel throughout the Fire Department |
| Timeline | Ongoing |
| Critical Tasks | <ul style="list-style-type: none"> • Facilitate transition from peer to supervisor trainer, counselor, and developer • Higher levels hold lower levels accountable through the chain of command • Increase the responsibility with promotion, ensuring effective delegation • Create more structure and individual ownership |
| KIO | Strengthen internal controls to achieve more accountability |
| Division | All divisions |

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| Objective 2C | Complete the process of improving enforcement and compliance by enhancing development and providing training on team building and the disciplinary process. |
| Timeline | Ongoing in correlation with SOG review process and City required eLearning |
| Critical Tasks | <ul style="list-style-type: none"> • Establish levels of progressive discipline • Differentiate between poor behavior and poor performance • Ensure consequences are reflected in policies, procedures, and rules |
| KIO | Strengthen internal controls to achieve more accountability |
| Division | All divisions |

Goal 3: The department will follow a budgetary process that addresses the Key Intended Outcomes (KIOs) and Department Performance Indicators (DPI) that have been identified as desired outcomes by the department, residents, and City.

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| Objective 3A | Disseminate and train on departmental initiatives, KIOs, and DPI's |
| Timeline | Ongoing |
| Critical Tasks | <ul style="list-style-type: none"> • Bi-annual dissemination of active strategy work plan by way of email • Review with the Budget Office in preparation for the Department's annual Budget Process • Post on the department's internal "F" Drive for review • Hold quarterly meetings and publish results |
| KIO | Strengthen internal controls to achieve more accountability |
| Division | All divisions |



Goal 4: The Miami Beach Fire Department will maintain or improve our ability to comply with the established standard of cover in order to accomplish our mission.

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| Objective 4A | Maintain current staffing and service levels |
| Timeline | Ongoing |
| Critical Tasks | <ul style="list-style-type: none"> • Maintain or improve quality and efficiency of service through continued local control of service delivery and remain responsive to the City Commission and residents • Limit overtime use to the extent possible to protect minimum staffing ordinance • Continue to provide training |
| KIO | Streamline the delivery of services through all departments |
| Division | All Divisions |

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| Objective 4B | Increase administrative support staff levels |
| Timeline | Ongoing |
| Critical Tasks | <ul style="list-style-type: none"> • Present as an enhancement during FY16 budget preparation • Submit budget requests that are fully documented showing a need for increased support staff level |
| KIO | Streamline the delivery of services through all departments |
| Division | Fire Administration |

Goal 5: To increase Hazardous Materials (Haz-Mat) / Special Operations capabilities.

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| Objective 5A | Evaluate and assess needs to meet job performance objectives |
| Timeline | June 2016 |
| Critical Tasks | <ul style="list-style-type: none">• Identify qualified personnel to head evaluation process• Set job performance objectives |
| KIO | Streamline the delivery of services through all departments |
| Division | Training/Operations Divisions |

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| Objective 5B | Implement program, review results, and solicit feedback |
| Timeline | June 2017 |
| Critical Tasks | <ul style="list-style-type: none">• Have all equipment, trainers, and individual programs in place• Develop training schedule• Monitor results and request feedback from participants |
| KIO | Streamline the delivery of services through all departments |
| Division | Training/Operations Divisions |



Goal 6: To develop and implement marine capabilities.

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| Objective 6A | Evaluate and assess needs to meet job performance objectives |
| Timeline | June 2016 |
| Critical Tasks | <ul style="list-style-type: none">• Identify qualified personnel to head evaluation process• Set job performance objectives |
| KIO | Streamline the delivery of services through all departments |
| Division | Operations Division |

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| Objective 6B | Implement program, review results, and solicit feedback |
| Timeline | June 2017 |
| Critical Tasks | <ul style="list-style-type: none">• Have all equipment, trainers, and individual programs in place• Develop training schedule• Monitor results and request feedback from participants |
| KIO | Streamline the delivery of services through all departments |
| Division | Operations Division |

Goal 7: Increase guarded beach area provided by the Ocean Rescue Division

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| Objective 7A | Evaluate and assess needs for more lifeguard towers |
| Timeline | February 2016 |
| Critical Tasks | <ul style="list-style-type: none"> • Identify areas that lack coverage • Prioritize areas that need additional lifeguards • Analyze need for extended hours of coverage • Present to the City Commission for approval |
| KIO | Streamline the delivery of services through all departments |
| Division | Ocean Rescue Division and Fire Administration |

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| Objective 7B | Seek funding sources available for increasing guarded beach area |
| Timeline | February 2016 and ongoing |
| Critical Tasks | <ul style="list-style-type: none"> • Identify staffing costs for additional towers and extended hours of coverage • Identify cost of additional equipment • Explore available grants • Present to the City Commission for approval |
| KIO | Streamline the delivery of services through all departments |
| Division | Ocean Rescue Division and Fire Administration |



Goal 8: To update the Fire Department's radio communications to be P25 compliant.

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| Objective 8A | Evaluate and assess radio needs for the Fire Department |
| Timeline | Ongoing |
| Critical Tasks | <ul style="list-style-type: none"> • Identify qualified personnel to head evaluation process • Set job performance objectives |
| KIO | Ensure expenditure trends are sustainable over the long term |
| Division | Support Services Division |

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| Objective 8B | Review results and solicit feedback |
| Timeline | Ongoing |
| Critical Tasks | <ul style="list-style-type: none"> • Establish a citywide radio committee to review results • Monitor results and request feedback from participants • Present results to City Commission • Award the RFP (Request For Proposal) |
| KIO | Ensure expenditure trends are sustainable over the long term |
| Division | Support Services Division |

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| Objective 8C | Implement a new radio system |
| Timeline | Ongoing |
| Critical Tasks | <ul style="list-style-type: none"> • Develop a training schedule • Develop trainers • Update radio equipment • Integrate new radio system into the current alerting system in the fire stations |
| KIO | Ensure expenditure trends are sustainable over the long term |
| Division | Support Services Division |

Goal 9: To review and update the Department's Value Statement.

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| Objective 9A | Evaluate and modify the departmental Value Statement to better align with the department's mission and vision statements |
| Timeline | 12 months |
| Critical Tasks | <ul style="list-style-type: none">• Form a committee to assess current values• Request input from the internal stakeholders |
| KIO | Streamline the delivery of services through all departments |
| Division | Fire Administration |

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| Objective 9B | Implement a new Value Statement |
| Timeline | 12months and ongoing |
| Critical Tasks | <ul style="list-style-type: none">• Updated publications and SOG's• Re-evaluate on an annual basis to ensure that statement aligns with the department's mission and vision statements |
| KIO | Streamline the delivery of services through all departments |
| Division | Fire Administration |

Goal 10: Acquire a back-up Air truck or stationery air compressor system to refill SCBA's.

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| Objective 10A | Evaluate efficiency and cost effectiveness between the purchase of a vehicle vs. stationery system |
| Timeline | June 2016 |
| Critical Tasks | <ul style="list-style-type: none">• Ensure that both options meet accreditation guidelines• Request quotes for both options• Present options to Fire Administration• Make purchase of preferred option |
| KIO | Ensure expenditure trends are sustainable over the long term |
| Division | Support Services Division |

Goal 11: Combine departmental rules and regulations with current SOG's

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| Objective 11A | Review and update SOG's to current standards |
| Timeline | October 2015 and ongoing |
| Critical Tasks | <ul style="list-style-type: none"> • Task Division Chiefs with review of respective SOG's • Develop new format • Review rules and regulations against SOG's for discrepancies • Combine DRR's and SOG's into one manual • Disseminate updated SOG's department wide • Review on a quarterly basis to ensure SOG's are compliant with current NFPA, CFAI and ISO standards |
| KIO | Ensure expenditure trends are sustainable over the long term |
| Division | Fire Administration |



Goal 12: Identify Grant Opportunity Needs Department Wide

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| Objective 12A | Jointly work with City's Grants Division to identify grant opportunities |
| Timeline | August 2015 and ongoing |
| Critical Tasks | <ul style="list-style-type: none">• Task Division Chiefs with review of equipment and training needs• Research fund matching resources |
| KIO | Ensure expenditure trends are sustainable over the long term |
| Division | All divisions |

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| Objective 12B | Attend a grants management seminar |
| Timeline | December 2016 |
| Critical Tasks | <ul style="list-style-type: none">• Request funds via budget process for attendance to seminar• Division Chiefs of areas awarded grants must attend a grants management seminar• Support staff tasked with managing grants must attend seminar |
| KIO | Ensure expenditure trends are sustainable over the long term |
| Division | All applicable divisions |

Goal 13: Establish recognition to members retiring from the Fire Dept.

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| Objective 13A | Present certificate of recognition for years of service for all members retiring from the Fire Dept |
| Timeline | 12 months |
| Critical Tasks | <ul style="list-style-type: none">• Secure funds for plaques, pins, certificate printing etc. |
| KIO | Awards recognition |
| Division | Fire Administration and Awards Committee |

Goal 14: Develop a Succession Management Plan for the Fire Department

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| Objective 14A | Develop a Succession Management plan for the Fire Department covering all positions |
| Timeline | 24 – 36 months |
| Critical Tasks | <ul style="list-style-type: none">• Form a committee• Evaluate Succession planning needs• Evaluate promotional process for best practices |
| KIO | Internal Controls to achieve more accountability |
| Division | Fire Administration |

Goal 15: Ensure that all the Fire Department's software meets the requirements of recording necessary data set forth by ISO / CFAI / ISO.

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| Objective 15A | Evaluate all of the software used by the Fire Department to determine whether departmental needs are met |
| Timeline | 12 – 36 months and Ongoing |
| Critical Tasks | <ul style="list-style-type: none">• Form a committee• Evaluate software• Present software needs to the City's IT Steering Committee |
| KIO | Internal Controls to achieve more accountability |
| Division | Fire Administration |

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| Objective 15B | Purchase and implement desired software |
| Timeline | 12– 36 months and Ongoing |
| Critical Tasks | <ul style="list-style-type: none"> • Follow procurement procedures • Secure funding • Monitor purchased software |
| KIO | Internal Controls to achieve more accountability |
| Division | Fire Administration |

Goal 16: Re-evaluate departmental SWOT analysis.

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| Objective 16A | Conduct an annual re-evaluation of SWOT analysis |
| Timeline | 12 months and Ongoing |
| Critical Tasks | <ul style="list-style-type: none"> • Task Division Chiefs with reviewing the current SWOT analysis • Implement newly adopted SWOT's |
| KIO | Internal Controls to achieve more accountability |
| Division | Fire Administration |

Goal 17: Develop a Capital Improvement schedule for Fire Department facilities.

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| Objective 17A | Evaluate current conditions of all Fire Department facilities |
| Timeline | 12 months |
| Critical Tasks | <ul style="list-style-type: none"> • Do a visual inspections of all facilities • Obtain input from internal stakeholders • Meet with Property Management Division • Meet and coordinate projects |
| KIO | Internal Controls to achieve more accountability |
| Division | Fire Administration |

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| Objective 17B | Develop a Capital Improvement Plan for all Fire facilities |
| Timeline | 12 – 24 months |
| Critical Tasks | <ul style="list-style-type: none"> • Submit request through the Budget process • Secure Capital Funding • Oversee and monitor implementation |
| KIO | Internal Controls to achieve more accountability |
| Division | Fire Administration / Property Maintenance |

Goal 18: Re-evaluate Strategic Plan.

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| Objective 18A | Conduct an annual re-evaluation of the 5 year Strategic Plan |
| Timeline | 12 months and Ongoing |
| Critical Tasks | <ul style="list-style-type: none"> • Task Division Chiefs with reviewing the current Strategic Plan annually • Have internal stakeholders review and evaluate the Strategic Plan annually • Make Strategic Plan accessible to all Fire Department personnel |
| KIO | Internal Controls to achieve more accountability |
| Division | Fire Administration |



ACRONYMS

ALS: Advanced Life Support

ATV's: All-Terrain Vehicles

BAC: Budget Advisory Committee

CPAI: Center for Public Safety Excellence

CMB: City of Miami Beach

DPI: Departmental Performance Indicator

EMS: Emergency Medical Services

EMT: Emergency Medical Technician

FY: Fiscal Year

GIS: Geographic Information System

GPS: Global Positioning System

IT: Information Technology

KIO: Key Intended Outcome

MBFD: Miami Beach Fire Department

NFPA: National Fire Protection Association

PM: Preventive Maintenance

RFP: Request for Proposal

SOC: Standards of Cover

ISO: Insurance Services Office

USLA: United States Lifesaving Association

SCBA: Self-Contained Breathing Apparatus

SOG: Standard Operating Guideline

SOP: Standard Operating Procedure

SWAT: Special Weapons and Tactics

SWOT: Strength, Weaknesses, Opportunities, and Threats

FSE: Full Scale Exercise

HSEEP: Homeland Security Exercise and Evaluation Program

IED's: Improvised Explosive Devices

PPE: Personal Protection Equipment

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